

Partnership for Parks:

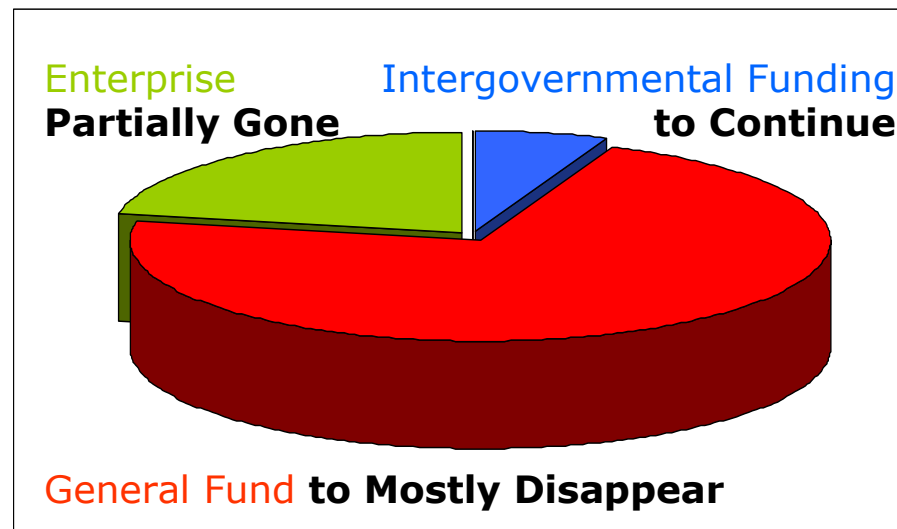
non-traditional partnerships for a
sustainable park system



King County Parks **Your**  King County
Big Backyard

2002 County-wide Budget Crisis

The King County
Parks worst case
scenario: **more than
80% of the
Division's general
tax funding**



2003 Parks Business Plan

- ✓ Four-year voter approved levy complimented by business minded approach to efficiencies & generating revenue
- ✓ Entrepreneurial, performance-driven organization and embrace non-traditional ways of doing business
- ✓ Transfer in-city facilities
- ✓ Solidify public trust that King County has a Parks system worth continued support



partnership for parks

 King County

- ✓ Pursue advertising, naming rights, corporate sponsorship and private donations
- ✓ Expand of concession agreements
- ✓ Expand use of partners and volunteers



"Triple Bottom Line"

1. Increased recreational opportunities without incurring ongoing costs
2. Build support for the next levy by keeping Parks personal – sweat equity
3. Cash for O&M



Why Partnerships?

Network of supporters, add new constituents

New recreation opportunities, without new costs.

Create revenue opportunities

Embrace voters' desire to directly invest in park system via sweat equity, in-kind services & cash.



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Why Volunteers?

Volunteers provided 75,000 hours of service to KC Parks in 2004

Projects and programs without additional funding

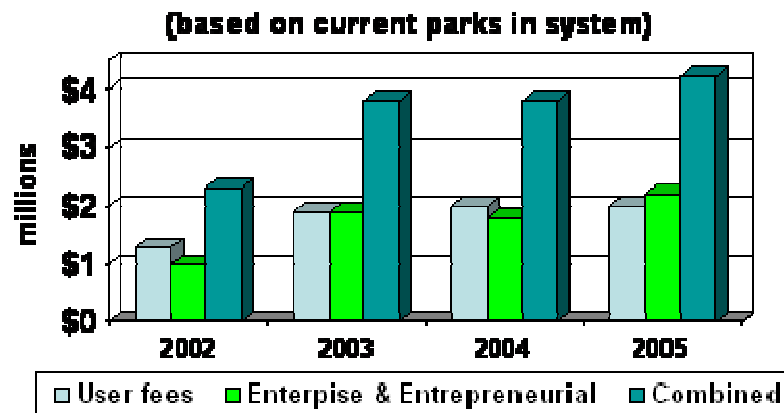
Trail work parties helped build trail system

Engage citizens personally with King County Parks



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Parks Business Revenues



User Fee revenues bring in immediate cash, but will hit a ceiling and then plateau

Enterprise & Entrepreneurial revenues are relationship based and therefore take longer to fill the pipeline.



Corporate Partnerships

- ✓ **Concessions:** Subway, Coffee, Dog Wash, Pepsi, etc
- ✓ **Naming Rights:** Group Health Velodrome, MSN Wi-Fi Hotspot
- ✓ **Event Sponsorships:** US Bank Concerts at Marymoor, First Tech Movies at Marymoor
- ✓ **Gifts/Grants:** Starbucks Trail Wayfinding Kiosks
- ✓ **Marketing/Advertising:** Dasani Blue Bikes, Ballfield Signs, Vehicle Ads
- ✓ **Utilities & Lease Agreements:** cell towers, easements, Cirque du Soleil, ATMs
- ✓ **Public/Private Real Estate Development:** Lodges, Hotels, Spas, Indoor Water Parks



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Corporate ROI

How much will this cost to implement?

(human resources, financial resources, opportunity costs, direct & indirect costs)

How soon will you recoup everything you put in?

Our General Rule of Thumb:

Advertising & Events – Immediate ROI, min. 100% markup (*except buzz projects*)

Small projects (under \$50K) – ROI of 12-24 months

Mid projects (\$50K to \$300K) – ROI of 12-48 months

Large projects (over \$300K) – ROI of 12-120 months



Sample Corporate Partnerships

Group Health Velodrome - \$120,000 annual naming right of the Group Health Velodrome in support of healthy lifestyles, active living, maintenance and operations of the only velodrome in Washington State, and continuation of both competitive and non-competitive cycling event, classes and programs.

Starbucks Favorite Trails – \$250,000 investment in KC's regional trail system impacting more than 3 million trail users, encouraging healthy lifestyles, creating opportunities for citizens of all demographics to connect with one-another and the environment, and developing joint outreach opportunities to citizens and partners groups.

Microsoft MSN Wi-Fi Hotspots – MSN annual naming rights of the wi-fi hotspots at Marymoor Park, Weyerhaeuser King County Aquatic Center and White Center Park deliver free internet access and promotion of the park system.

I know a place...
where I have a
swing set in my front
lobby.



170 acres of

FREE WIRELESS INTERNET

MSN Wi-Fi Hotspot at Marymoor Park

sponsored by: **msn**



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Community Partnerships

- ✓ **Create Needed Amenities**
- ✓ **Develop Lifelong Stakeholders**
- ✓ **Leverage Capital Dollars**
- ✓ **Protect & Preserve Open Space**
- ✓ **Enhance Maintenance & Operations**



Sample Community Partnerships

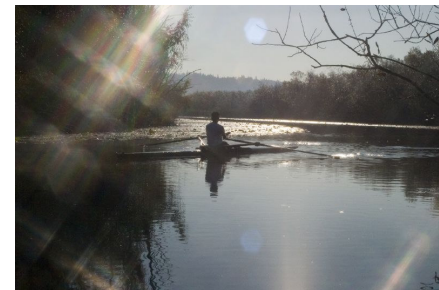
Serve Our Dog Area – Maintains and operates a 42 acre off leash Dog Park that attracts more than 700,000 day use visits annually and contributes more than \$60,000 annually in revenue to parks.

Sammamish Rowing Association – SRA is taking \$150,000 in Community Partnership Grants and successfully leveraging these monies through public/private partnerships in developing a new \$2.4 million rowing facility at Marymoor Park.

Preston Community Club – The PCC and various partners are leveraging \$700,000 in Community Partnership Grants through public/private partnerships and developing a \$3.5 million regional park asset.

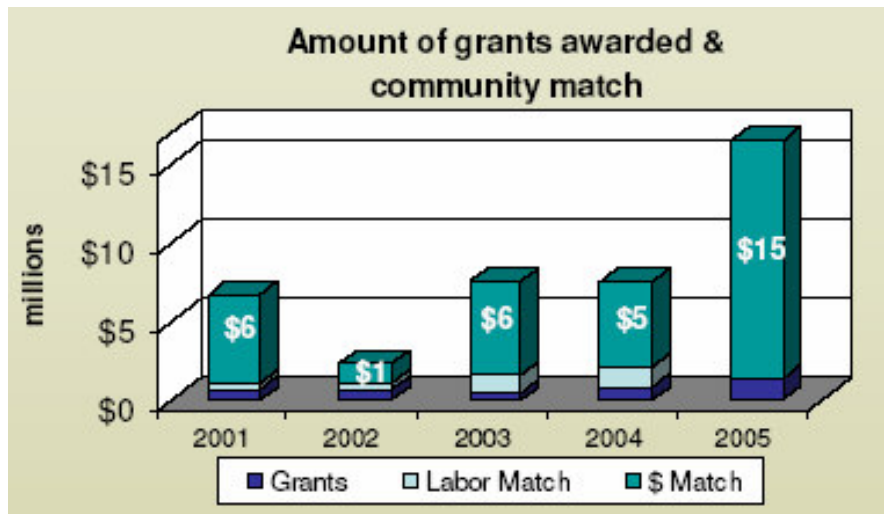
Technology Access Foundation – TAF is leveraging \$2 million in County funding and through public/private partnerships creating an \$13 million state of the art, LEED certified Community Center for 21st Century Skills at Lakewood Park to serve the most culturally diverse audience in KC. TAF will be on-point for fundraising for capital construction, designing, building and then operating this Community Center.

Cascade Land Conservancy – The CLC has partnered with King County to preserve more than 100,000 acres of open space and natural/conservation lands.



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Community Grant ROI



First funder for communities with energy & projects that pencil out

Visionaries get credit, make sure your Parks message doesn't get lost in the shuffle



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Cost Effective Communication

- ✓ Web site
- ✓ Earned media
- ✓ Electronic newsletter
- ✓ Viral marketing
- ✓ Partnerships
- ✓ Quirky over rich



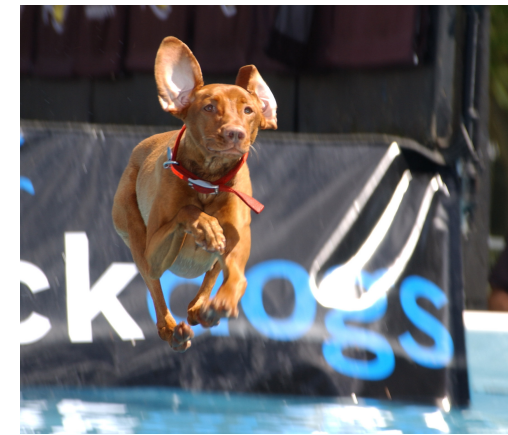
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Buzz Projects - good will, small money, earned media

- ✓ Cowpie Bingo
- ✓ Support Parks! Stamps
- ✓ Pet Garden
- ✓ Outdoor Movies
- ✓ Dasani Blue Bikes
- ✓ DockDogs
- ✓ Disney Swim with the Stars



Easy, cheap implementation is key!
Use turn-key tools, use technology.
Ask a teenager.

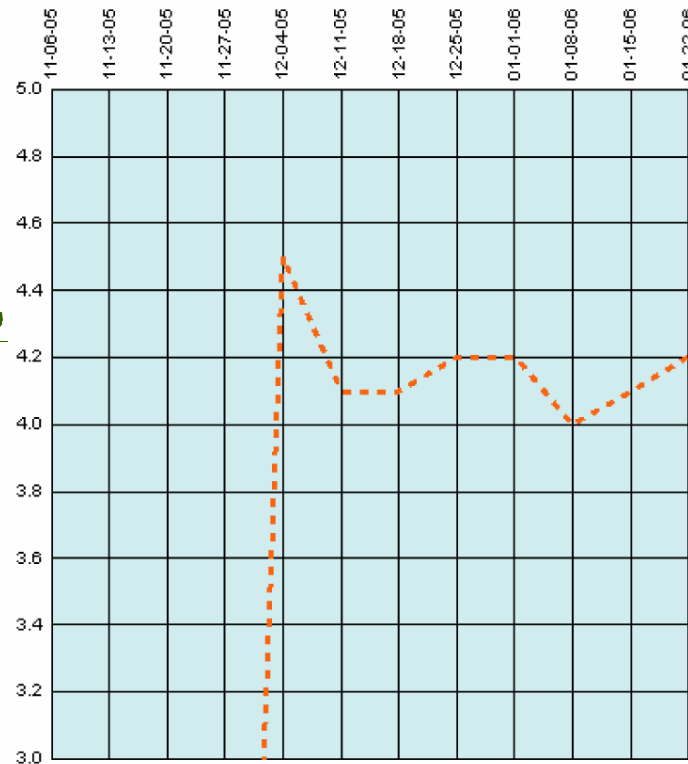


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Reconnection Strategy

customer
satisfaction pilot

feedback loop



"I think you folks do a fabulous job of taking care of Cougar Mountain Park. I have one comment though; at the Redtown Trailhead parking lot there has been a considerable amount of car break-ins. I have been there at the aftermath of 6 break-ins including my own. I feel the King County Sheriff is aware of the problem but little has been done over the past years since this problem has escalated to discourage car prowling. I use this property 5 times a week and really don't want to worry about having my car windows smashed every time I hike there. Thanks again. "

"I like the idea of one large inter-connected trail."

"I love the parks in King County!! Thanks"

"Between Mile Marker 10 and 11, in the underpass right by the Wayne Golf Course I noticed a large amount of VERY crude and offensive graffiti. It looked to be very recent."

TellKingCountyParks.com

Representative sample of citizen comments
12/05 to date:

"I love Marymoor park. I visit on average twice per week in the Winter and more frequently in the summer. Sometimes it feels like one huge car park and there's certainly too much inconsiderate through traffic but it's a wonderful space and my dog, my friends and I will always appreciate it."

"I wish to report road maintenance problems in Lot G at Marymoor Park. The road that passes soccer fields and ends at the Off Leash area is badly in need of repair. "

"I love renton pool!"

"The Renton Pool is a lovely facility. It is clean and the staff are wonderful. We have been using this facility for many years and we have always been satisfied. It is sad that the prices continue to go up every year. I know several families that can not afford to visit the pool as often as they would like. This is good clean fun that I wish more people in the Renton area could afford. I read an article in the paper about the pool changing hands, I asked the staff about the other group and they said that they have no idea how the Northwest Center would choose to run the pool. They were quite concerned about their jobs. They said that Northwest Center does not pay their management staff very well & they would not work for Northwest Center. We are worried that the pool will not be the same and that the cleaning will not be kept up because the staff now does an excellent job at maintaining the pool. I personally hope that Northwest Center does not take the pool and that King County will continue to run the facility until the levy that I voted for ends in 2007. Where will the levy taxes go if the pool transfers?"

"The staff I meet along the trail is always wonderfully nice! Thanks for hiring so well."

"Mile markers along the Cedar River Trail would be nice. Complete covering up of the graffiti rather than just outlining it in the cover up would be greatly appreciated (some of the "artwork" is getting really vile).

"I believe paved trails are the most important transportation issue the county has. Instead of lumping the trail system into the Parks Division, why not pay for them out of the transportation budget? King County should have a mandate that requires a mile of paved trail to be built for every mile of road project undertaken. We have a wonderful trail system, but it could be even better. And yes, I do leave my car at home to commute and run errands on my bicycle. Also, please make paving the East Lake Sammamish Trail a top priority for 2006 so that everyone can see that bypassing the traffic bottleneck on a bicycle is a viable and safe reality."

"Would you be interested in any volunteer help in the park?"



King County

\$\$\$ Behind KC Partnership for Parks

\$340,000 3 year naming right for Group Health Velodrome

\$100,000 1 year naming right for MSN Wi-Fi Hotspots

\$300,000 3 year title sponsorship of US Bank Concerts at Marymoor

\$250,000 1 year trails project with Starbucks

\$400,000 bi-annual lease agreement with Cirque de Soleil & est. parking revenue

Average **\$5,000** a month for two Subway restaurants

\$25,000 annual beverage agreement with Pepsi

\$12,000 annually from small concessions

\$105,000 annually from gravel agreement

\$400,000 annually from parking at Marymoor

\$90,000 annually from cell towers and other utility agreements



King County

Our Strategic Priorities

Meet Revenue Goals – Entrepreneurial & Business

Execute Capital Program - Safety, Save Money, Make Money

Create Sustainable Partners - Build Base of Support

Reduce Subsidy - Transfer In-City Facilities

Create Efficiencies - Work Smart, Plan Smart

Great Customer Service



King County

Relationship Based Project Management "virtuoso teams"

- ✓ Choose members for skills
- ✓ Value creativity & fresh ideas
- ✓ Spreadsheets matter: track cost of service & trends
- ✓ Fiercely negotiate agreements: savvy & business minded
- ✓ Marketing & outreach: technology is a great equalizer
- ✓ Nimble & proactive
- ✓ Great customer service: our bureaucracy is not their problem
- ✓ *"Build the Group Ego"*
- ✓ Fun!



“High-stakes projects need all-star teams...virtuoso teams play by a different set of rules than other teams do.”

—Harvard Business Review, July 2005



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Replicable Tools

- ✓ *Understanding that there was a funding crisis*
- ✓ *Political will to engage community leaders*
- ✓ *Omnibus ordinance giving greater flexibility*
- ✓ *Major restructuring of organization & culture*
- ✓ *Creation 'Partnership for Parks Initiative'*
- ✓ *Implement tools such as the dashboard, web-based communications, workforce time tracking system, real-time customer feedback systems and grant & volunteer programs that leverage human, financial and community resources*



“The passage of this omnibus ordinance and development of the Parks Business Plan ensures that King County Parks has the tools to be responsive but continues to remain a good steward of both the environment and the public trust.”

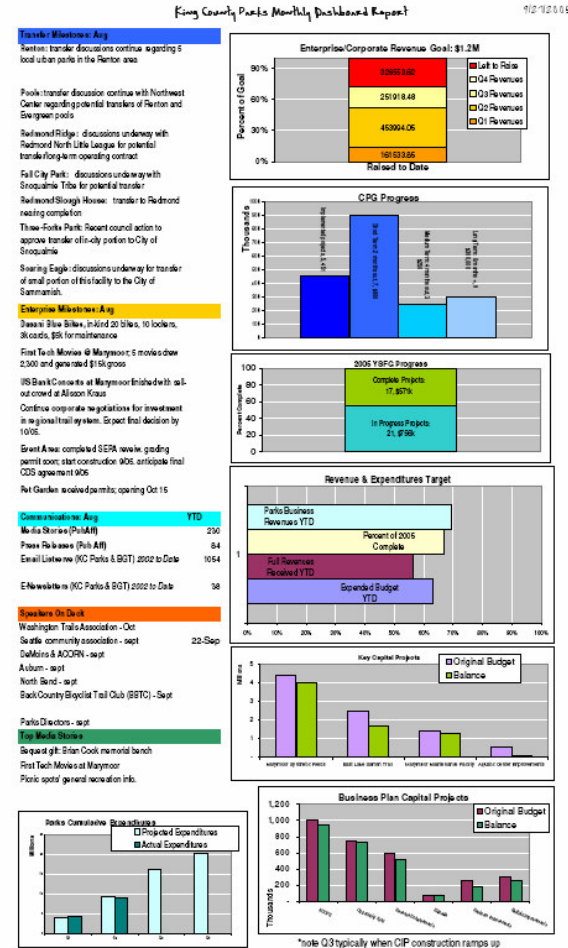
– King County Executive Ron Sims



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Measuring for Success

- ✓ Key Indicators of Organizational Health
- ✓ "King County Parks Monthly Dashboard"
- ✓ Accountability to the Public
- ✓ Communicate up Chain of Command
- ✓ Use Formats Corporate Partners Identify With



King County

Quantify PR Assets....

www.metrokc.gov/parks

450,000 visits annually

www.metrokc.gov

1.5 million visits monthly, 2003 & 2004 Best of Web,
2003 Best of Seattle,

In 2004, King County Parks generated 243 local & national stories for Parks initiatives valued at more than \$1.3 million

Examples of recent stories include ESPN DockDogs, MSN Wi-Fi Hotspot debut, Group Health Velodrome partnership, Proposed Burlington Northern trail acquisition among others



King County

Getting Started

What are your assets? What is leveragable? What are your demographics? Usership & visibility? Communities?

What are you required to work with or change? legislation, risk management, permitting, procurement, organizational culture, legal department

What can be your battle cry? How do you build a buzz? Tap in to something that resonates

What is off the table? Where do you draw the line? Listen to your stakeholders.

What is your low hanging fruit? Get easy wins FAST.



What's in a great proposal?

- ✓ Define the opportunity
- ✓ Data, data, data
- ✓ What is the WinWin?
- ✓ PR & visibility opportunities
- ✓ Pretty pictures and graphs
- ✓ Facilitate "The Vision"
(Photoshop!)
- ✓ In good company
- ✓ Timeline
- ✓ Optimistic but realistic amount
(keep this fluid as long as possible)

King County Trails Wayfinding Kiosks

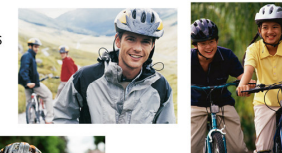


"Trails for hiking, biking and walking are one of the public's highest priority within our parks. Trail usage continues to increase and through the support of this gift from Starbucks, we can dedicate resources towards maintaining and improving these vital connectors that knit our communities together."

King County Executive Ron Sims

Summary of Project:

- Design and construction of 17 kiosks along the 175-mile King County Trail system
- Kiosks at high-traffic gateways to the regional trail system will include:
 - › Maps of the trail, amenities, sites to see, view points, wildlife
 - › Information about the larger trail and parks system
- Gateways will provide a starting point into the system and are positioned to provide trail users with easy access to points of interest and scenic corridors



Starbucks Contribution:

- \$250,000

Timeline:

- Project to debut in 2006



**STARBUCKS
NEIGHBORHOOD PARKS PROGRAM**
starbuckslovesparks.com



King County

Get 'er done...

Don't wait for a crisis

Nobody likes desperation

Good-government is just good business

Earnest outreach on the front end

(not as a box to check-off)

Know your market, know your business & think BIG



King County

Elizabeth Lunney, Washington Trails Association

"King County has made some very important investments in our parks, and the Starbucks grant will give local residents the information they need to enjoy them. Groups like ours have worked hard to build new trails for people to enjoy, and we are pleased to see Starbucks contribute through such a generous commitment."

Jessyn Schor, Transportation Choices

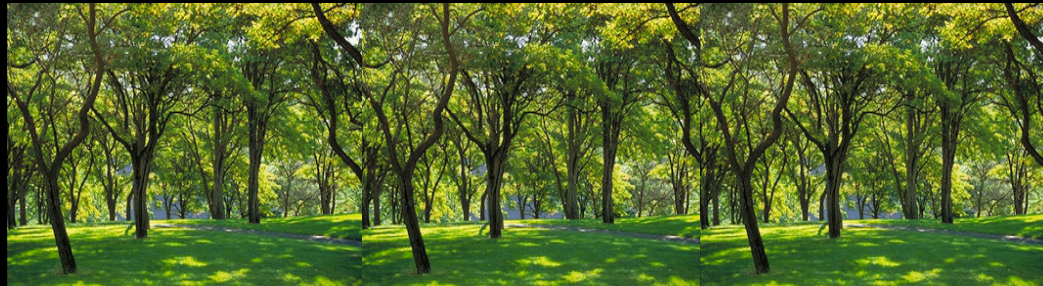
"There is a growing consensus on the economic benefits of trails, benefit to property values, health benefits and traffic congestion benefits. Communities where people have opportunities for recreation tend to be healthier. This collaboration is so exciting because it demonstrates Starbucks and King County's commitment to our health and quality of life."

Harley Sheffield, Marymoor Velodrome Association

"King County's commitment to their community partners has made a huge impact on our relationship and our organization. The success we have had in improving our programs and events over the past three years is due in no small part to the support we've received from Parks."

Cheryl Scott, President & CEO, Group Health

"Group Health is proud to partner with King County Parks in this innovative and concrete way, enhancing the lifestyles of residents of King County."



Partnerships & Enterprise Initiatives

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